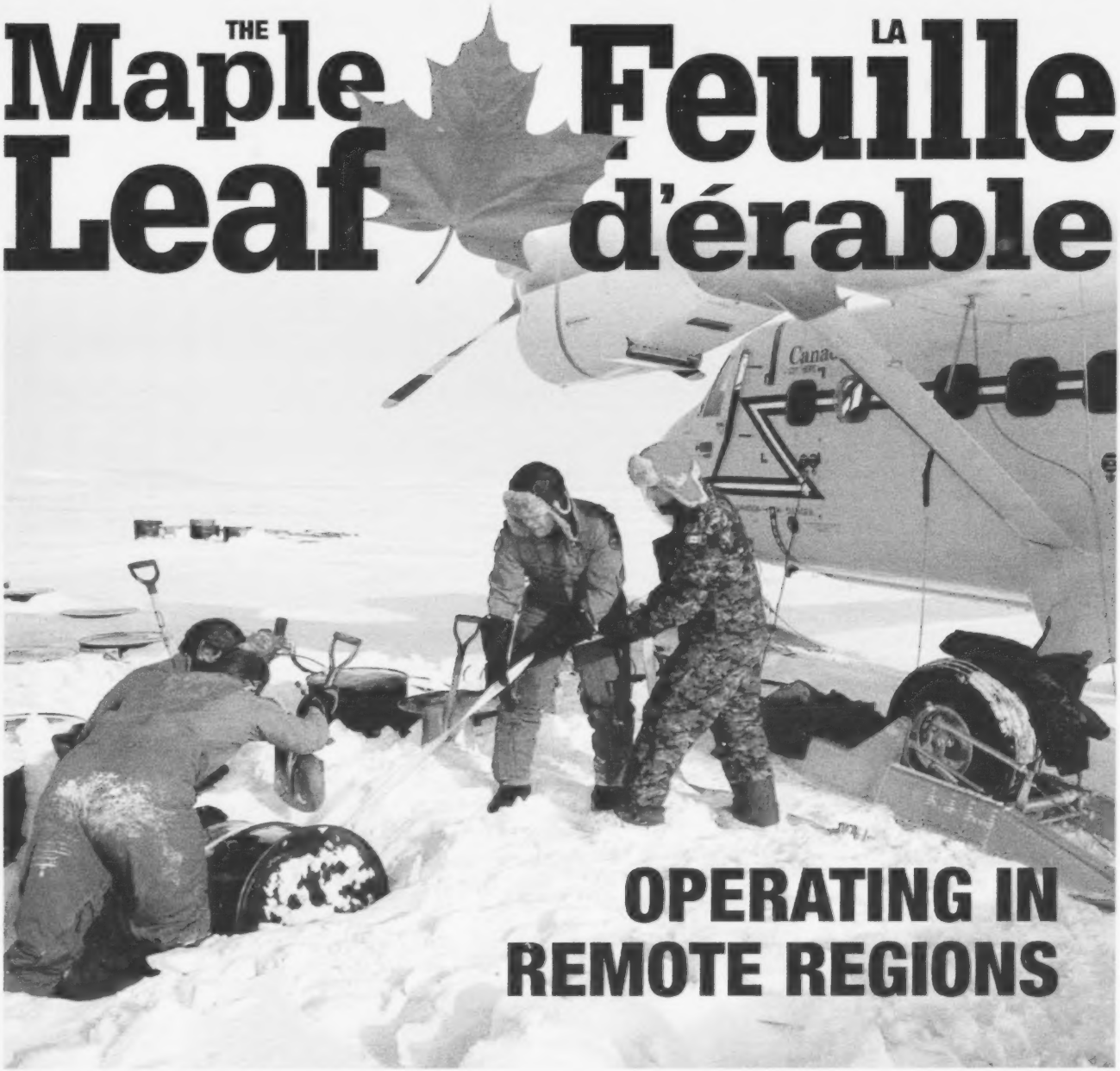
May 2013, Volume 16, Number 5

Keeping the Defence Team informed

Français au verso

THE Maple Leaf / LA Feuille d'érable



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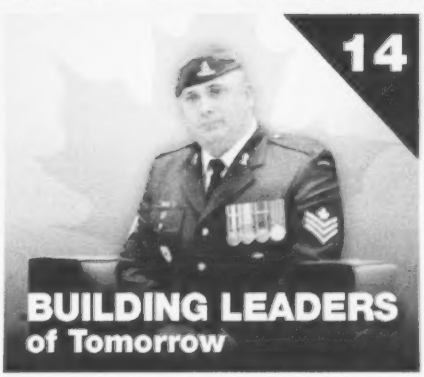

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National Defence / Défense nationale

Canada

ASK THE COMMAND TEAM

THE CDS AND CF CHIEF WARRANT OFFICER
WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to +AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull. Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the DefenceTeam intranet site.

Q **The Construction Engineers master warrant officers (MWOs) were told that if they did not have a second language profile, they would not be put on the merit list for promotion. Is this not a form of discrimination? Many of us can make a significant contribution as chief warrant officers (CWOs) even though we do not speak a second language.**

Master Warrant Officer, Ontario

A Thanks for this question. It sounds like you may have been given some incorrect information about what determines if your file will or will not be presented to the Merit Board, since second language ability is not a factor at that stage of the process. The issue of the Official Languages Policy and how it relates to promotion is a subject that I encounter often when I speak at courses or visit our Bases and Wings.

There is no doubt that the importance of bilingualism increases as you go up in rank and a specific language profile is mandatory in certain Senior Appointments. That said, I'd also like to address the personnel evaluation and merit listing process, since these are subjects that impact each and every one of us in the Canadian Armed Forces throughout our careers.

Selection boards take place in the fall of each year, for all rank levels and all Military Occupation Structure Identifications (MOSIDs). The Career Managers (CM) use the Electronic Selection Board (ESB) application to sequentially list the personnel who are eligible to be selected for the merit board. The ESB generates its lists based on Entering Promotion Zone (EPZ) eligibility, and the scoring of each member's last three Personal Evaluation Reports (PERs). From there, the CM determines the cut-off line and the number of files going to the merit board by taking the ESB generated list and then reconciling it with the number of forecasted promotions in a given MOSID, and at the various rank levels.

The CM will always take a number of files to the selection board, which is three times the number of forecasted promotions for any given MOSID and rank level in that year. The CM may also present additional files, below the cut-off line, if it is believed those files would be competitive at the board. In a case like this, however, the CM would need to justify why he or she believes those files are competitive using the same criteria as has been applied to the ESB list.

Just to be clear, the CM does not decide if files will be taken to the selection board based on second language abilities. During the conduct of the board, however, the board membership will award points to those who have a current second language profile, in accordance with MOSID criteria and Director General Military Careers (DGMC) policy. Once the merit list is developed by the selection board attendees the CM will promote from that list in the upcoming year.

I'll close by saying that we have made great progress in the past three years with respect to second language instruction. First we introduced the ALLIES program, a self-directed Web-based program that you can use from home or work to learn French or English - it's open to anyone in the CAF. Second we have selected members at the CPO2/MWO and CPO1/CWO for loading onto year-long French courses if there is a requirement for a certain second language profile before promotion or posting. Finally CPO1s/CWOs, who are succession planned, have access to one-on-one language education to prepare them for their upcoming appointment. These are all steps in the right direction to ensure our most senior Non-Commissioned Members (NCMs) can communicate effectively with all of our sailors, soldiers, airmen and airwomen.

Check out the ALLIES Program at: http://allies.mil.ca/

CPO 1 Bob Cleroux, CFCWO

Q **We have not heard much about the NDHQ Carling Campus project of late. Is the project still on track and are there any new timelines you can share?**

Lieutenant-Commander, Brussels

A Our plans to prepare the campus and to move our National Capital Region-based Defence Team members are a work in progress. Two of our key goals, which are central to this move, are to minimize any impact on our daily operations and to ensure we maintain the quality of life of our members. We are also working to ensure that our migration plan will be affordable and will achieve the efficiencies we are seeking. Move schedules will be more clearly established as the planning process evolves, but the work being done regarding this move is especially cogent as we embark on a period of modernizing the way we do business.

For those who may not be aware, the consolidation of many NDHQ elements onto the Carling Campus offers us an excellent opportunity to consolidate our operations into a series of modern, inter-connected buildings. This move will allow us to lower operational, administrative and accommodation costs, while also serving to improve the efficiency and effectiveness of our work. Centralized personnel support services, the potential for innovative IT solutions and closer, more immediate in-person collaboration are just a few ways in which we believe the NDHQ Carling Campus will ensure our collective efforts are maximized.

To keep the Defence Team informed and up-to-date, a Webpage has been dedicated to the campus project on *The Defence Team* intranet site. I encourage you to visit this site from time-to-time.

Gen Tom Lawson, CDS

Defence Team site new home for *Maple Leaf* articles

The Web presence of *The Maple Leaf* will soon be changing, but this does not mean that news and information about DND/CAF will cease to be available. On the contrary, in keeping with trends in on-line news distribution, *The Maple Leaf* will evolve to provide members of the Defence Team with even more ways to stay connected.

Articles will be available primarily through the internal Defence Team site (dt-ed.mil.ca) as news unfolds. The regular *Maple Leaf* print publication will continue and selected news articles will be available through the DND/CAF RSS feed and on the iPhone and iPad App.

Groups such as veterans and community associations, business and opinion leaders, defence analysts, and academics will continue to receive selected *Maple Leaf* articles in a new e-newsletter tailored to their unique information needs.

For questions regarding *The Maple Leaf* Website, please contact Corporate Internal Communications: +Internal Communications internes@ADM(PA)@forces.gc.ca.

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Submissions from all members of the CAF and civilian employees of DND are welcome; submission guidelines can be found on the Defence Team intranet. Articles may be reproduced, in whole or in part, on condition that appropriate credit is given to *The Maple Leaf* and, where applicable, to the writer and/or photographer.

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COVER:

Op NUNALIVUT 2013 runs from April 2 - 30, in the north western portion of the Arctic Archipelago with the Task Force Headquarters located in Resolute Bay, Nunavut. The Operation involved approximately 120 Canadian Armed Forces members under the Command of Joint Task Force (North). PHOTO: Cpl Pierre Lebourdais

April ANNOUNCEMENTS at Defence

With the winter weather finally behind us, the Defence Team is springing with announcements.

April 2

Canadian Armed Forces (CAF) conduct sovereignty operation in the High Arctic

Operation NUNALIVUT 2013, a major sovereignty operation commanded by Joint Task Force (North), took place in Canada's High Arctic from April 2-30.

CAF Participate in Joint Multinational NATO Exercise

More than 900 Canadian sailors, airmen and airwomen of the CAF departed to participate in Exercise Joint Warrior, a multinational NATO exercise taking place in the UK from April 15 to 25. Ex Joint Warrior is the largest military tactical exercise in Europe and is designed to prepare NATO military forces to work together in a variety of missions from providing humanitarian aid to full-combat operations.

April 8

Chief of the Defence Staff announces senior appointments and retirement

General Tom Lawson, Chief of the Defence Staff, announced additions to this year's list of senior Canadian Armed Forces (CAF) retirements, promotions, and appointments. These officers lead the CAF in defending Canada's values, interests, and sovereignty at home and abroad.

April 11

Minister announces significant investment in new equipment at RCAF airfields

Associate Minister of National Defence Kerry-Lynne D. Findlay, announced an investment valued at approximately $75.5 million in new and improved area surveillance radar and secondary surveillance radar systems at seven Royal Canadian Air Force (RCAF) airfields across Canada. The existing area and secondary radar systems at CAF aerodromes are reaching the end of their estimated life expectancy. This contract will cover the replacement of these radar systems which are used by the RCAF to support air traffic management.

Arctic/offshore Patrol Ships: New Vessels To Meet New Challenges

In procuring the Arctic/Offshore Patrol Ships the Government of Canada is acting to meet established Royal Canadian Navy (RCN) requirements. These requirements are guided by a recognition of new and evolving threats to the sovereignty of Canada's domestic coast line and commercial shipping lanes. As northern waters become more navigable, there is a need for the RCN to have greater capabilities for supporting search and rescue and other domestic operations in the Arctic.

Last month, a contract with a maximum value of $288 million was awarded to complete the Canadian-developed, preliminary design for the Arctic/Offshore Patrol Ships.

April 12

New infrastructure for CFB Borden

Dr. Kellie Leitch, MP for Simcoe-Grey, on behalf of Defence Minister Peter MacKay, marked the groundbreaking of a new building for the CF Military Police Academy at CFB Borden, a project approximately $54 million. The new facility will consolidate all of the Academy's functions into one building and accommodate the increased demand in basic and specialized training for Regular and Reserve Canadian Armed Forces Military Police Personnel.

April 16

Parliamentarians pay tribute to the RCAF

Parliamentarians pay tribute to the RCAF during the seventh annual Air Force Appreciation Day on Parliament Hill, the RCAF received one of the highest honours, as Parliamentarians paid tribute to the outstanding airmen and airwomen for their contributions to defending Canada and Canadians, as well as contributing to international peace and security.

April 19

The GG and CDS introduce Soldier On members for the South Pole Allied Challenge

Two serving CAF members will participate in the South Pole Allied Challenge. One of the most high-profile expeditions of modern times, the South Pole Allied Challenge will see three teams of ill and injured, serving and former military personnel from the Commonwealth (Australia and Canada), the UK and the US race to the geographic South Pole from November to December.

Restoration of historic identities of Canadian Army Corps

The Government of Canada has restored the historical names of five Canadian Army corps, in addition to changing the title of the Land Force Military Police Group to the Canadian Army Military Police Group.

The historical designations of the following corps have been restored:

- Royal Canadian Armoured Corps;
- The Corps of Royal Canadian Engineers;
- Royal Canadian Corps of Signals;
- Royal Canadian Infantry Corps; and
- The Corps of Royal Canadian Electrical and Mechanical Engineers.

These and other heritage changes are being phased in over the next year as Canada and its military prepares to commemorate the 100th anniversary of the First World War and the 75th anniversary of the Second World War.

April 23

Valcartier welcomes Jr Canadian Rangers for National Marksmanship Championship

Sixty-five Junior Canadian Rangers from across Canada have travelled to CFB Valcartier (Cadet Camp) to participate in the 2013 Junior Canadian Rangers National Marksmanship Championship, being held from April 23 to 25.

Photo: Cpl Ryan Kerwin

MCpl Rainer Roedger (left), a flight engineer with 442 Transport and Rescue Squadron, Comox hoists search and rescue technician MCpl Nick Nissen and Sgt Robert Hardie into a Cormorant helicopter during a recent SAR exercise held in Kelowna, B.C.

CANADA CHAIRS ARCTIC COUNCIL

This month, Canada will again take over as Chair of the Arctic Council. The Arctic Council is an international consensus-based, high-level intergovernmental forum founded in 1996 that works to promote the environmental and socio-economic aspects of sustainable development in the region.

The Government of Canada is committed to helping the North realize its potential as a healthy, prosperous and secure region within Canada.

Canada is working closely with the other Arctic states to promote and protect its northern interests and to co-operate on a broader vision for the region. The Arctic Council's Member States are the eight Arctic countries—Canada, Denmark, Finland, Iceland, Norway, Russia, Sweden, and the United States. All member nations consider the Arctic Council to be the pre-eminent multilateral forum for Arctic issues, excluding the subject of military security, which is not part of its mandate. Six organizations representing Arctic Indigenous Peoples have status as Permanent Participants in the Council.

The Chairmanship of the Council rotates every two years among the eight Member States. Canada was the first Chair of the Arctic Council from 1996 to1998 and will Chair the Arctic Council again from May 2013 to May 2015 as the first Member State to do so for a second term.

In January, Canada's Minister for the Arctic Council Leona Aglukkaq announced the overarching theme of Canada's Chairmanship "Development for the People of the North" and three proposed sub-themes: Responsible Arctic Resource Development; Safe Arctic Shipping; and Sustainable Circumpolar Communities.

As a key enabler and facilitator for the North, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) are committed to working in a whole-of-government framework to support Canada's Arctic Council Chairmanship. DND and the CAF were Canada's lead for the negotiation under the auspices of the Arctic Council of the May 2011 Agreement on co-operation on Aeronautical and Maritime Search and Rescue in the Arctic. ♣

OP NUNALIVUT 2013
RISES TO THE CHALLENGE

The population of Resolute Bay, Nunavut, normally a quiet hamlet of 250, undergoes a dramatic expansion every April during Operation NUNALIVUT, one of the major sovereignty operations conducted annually in the High Arctic. This April, more than 120 participants arrived, including Canadian Rangers, Search and Rescue technicians, and support staff from Navy, Army and Air Force units across Canada.

Canadian Rangers conducted long-range sovereignty patrols over land and sea ice from Resolute Bay north to Isachsen, Nunavut, as well as east to Devon Island, more specifically in Griffon Inlet and Gascoyne Inlet. With four different Ranger patrols out on the land for two weeks, thousands of square km of the northwestern portion of the Arctic Archipelago were patrolled during Op NUNALIVUT 2013.

RCAF SUPPORT

Three Royal Canadian Air Force CC-138 Twin Otters from 440 Transport Squadron, based in Yellowknife supported the operation by providing tactical airlift for, and resupply of, Canadian Ranger patrols on the sea ice. The CC-138 Twin Otters also provided a platform for surveillance and reconnaissance missions extending from Resolute Bay 675 km west to Mould Bay, Northwest Territories, and 830 km north to Tanquary Fjord, on Ellesmere Island, Nunavut.

"The unique knowledge and skills of the Canadian Rangers to thrive in this austere environment and the ski-landing capability of the RCAF CC-138 Twin Otter were both integral to the success of this operation," said Brigadier-General Guy Hamel, Commander of Joint Task Force (North). "By sharing their extensive knowledge of the land and environment, the Canadian Rangers are a major contributor to the readiness and effectiveness of Joint Task Force (North)."

The patrols also took the opportunity to check on the condition of Northern infrastructure such as airstrips, weather stations and communications facilities. This enables JTF (N) to maintain an up-to-date assessment of the condition of facilities in its area of responsibility in the event they are needed during a safety or security emergency.

SPECIALIZED SKILLS

In the High Arctic, patrols rely on the specialized skills of a variety of experts when making decisions. A meteorological technician attached to Task Force NUNALIVUT provided expert weather analysis that allowed patrols in the field to rapidly react to dynamic weather conditions. As well, an ice specialist from Environment Canada provided real-time satellite imagery of ice conditions that enabled the patrols to more effectively plan their routes in order to avoid dangerous ice ridges and any areas of unstable ice or open water.

Cpl Corey Gallant from 440 Transport Squadron in Yellowknife, Northwest Territories, refuels a CC-138 Twin Otter at Resolute Bay airport during Op NUNALIVUT.

OS Tommy MacLeod, from HMCS *Preserver*, helps out Op NUNALIVUT's food services in Resolute Bay, Nunavut.

"Operating more than 1,000 kilometres north of the Arctic Circle, the temperature in April is typically -20 to -30, with wind chill factor of -40 or colder," said Lieutenant-Colonel Glen MacNeil, Commander of Task Force NUNALIVUT. "With patrols venturing hundreds of kilometers from the headquarters in Resolute Bay, and the weather often changing without notice, there is little room for error," he added.

Despite the challenging conditions, Op NUNALIVUT succeeded in demonstrating to Canadians that JTF (N) can operate in the remotest regions of the High Arctic, at any time of the year.

PHOTOS: Cpl Pierre Lebourdais

Canadian Ranger Peter Donnessey from Watson Lake, Yukon, packs his firearm before leaving on a two-week patrol from Resolute Bay, Nunavut, during Op NUNALIVUT.

"With patrols venturing hundreds of kilometers from the headquarters in Resolute Bay, and the weather often changing without notice, there is little room for error."

– LCol Glen MacNeil, Commander of Task Force NUNALIVUT

"HUSKIES" support OPERATION in Iceland

A Polaris aircraft gets ready for a mission at Keflavik airport.

Photos: Op Pierre Habib

A CC-150 Polaris aircraft and 17 personnel from 437 Transport Squadron (nicknamed the "Huskies") are at Keflavik Air Base, Iceland, to support Royal Canadian Air Force (RCAF) fighter jets during Operation IGNITION.

Op IGNITION is Canada's periodic contribution to the North Atlantic Treaty Organization (NATO) Airborne Surveillance and Interception Capabilities mission to meet Iceland's peacetime preparedness, which is an operation conducted to patrol Iceland's airspace.

According to Captain Conor Murphy, from 437 (T) Sqn, the Huskies' goal is "to provide the best service they can while operating safely, effectively and efficiently, as well as to further enhance their working relationships with the RCAF fighter squadrons and NATO allies, and to conduct their training concurrently with their force employment requirements."

Participation in Op IGNITION is one aspect of Canada's continuing commitment to international peace and security and demonstrates the importance of Canada's fighter fleet in today's complex security environment. The aircraft and crew from 437 Squadron are positioned in Iceland to provide close support to the operation, while being available for other RCAF tasks if needed.

"The Huskies' primary mission in this operation is to support our fighters who are protecting the integrity of the Icelandic airspace," said Capt Murphy, who commands the Polaris tanker aircraft.

"The best way we support them is by providing fuel at the right time and at the right place through air-to-air refuelling. We also provide other services such as strategic airlift as required."

The Huskies' CC-150 Polaris aircraft currently deployed in Iceland is capable of conducting air-to-air refuelling of Canada's fleet of CF-18 Hornet fighter aircraft. It is able to transfer 36,000 kilograms (79,380 pounds) of fuel to receiving aircraft over a journey of 4,630 kilometres (2,875 statute miles). Consequently, one Polaris tanker can ferry a flight of four CF-18 Hornets non-stop across the Atlantic Ocean.

The RCAF fighter aircraft and personnel come from 425 Tactical Fighter Squadron at 3 Wing Bagotville. Known as Task Force Iceland, the contingent of approximately 160 Canadian Armed Forces personnel are providing 24/7 air surveillance and interception capability that could be launched immediately to intercept and identify unknown airborne objects within or approaching NATO airspace.

8 Wing Trenton, has been home base for the Huskies since 1961, providing the wide range of support services essential for the squadron's many and varied national and international missions. The squadron operates five CC-150 Polaris aircraft, two of which have been converted to strategic air-to-air refuelling capability as part of the RCAF's Multi-Role Tanker Transport program. ♣

Capt Conor Murphy and Capt Marc-André Asselin, pilots with 437 (T) Sqn, land a Polaris CC-150 aircraft at Keflavik airport during Op Ignition.

CROWD CONTROL SINAI, EGYPT

Photo: MCpl Patrick Blanchard

MCpl Bonnie Leung, a member of the Canadian Contingent of Multinational Force and Observers (MFO), acts as a protester during crowd control exercises at North Camp in Sinai, Egypt on April 9.

Approximately 28 CAF members from across Canada are providing critical engineering, training and logistics expertise as members of Op CALUMET, Canada's participation in the MFO, an independent peacekeeping operation in the Sinai Peninsula.

HMCS *Toronto* disrupts massive drug run on Op ARTEMIS

HMCS *Toronto* successfully disrupted a massive narcotics shipment in the Indian Ocean on March 29, as part of ongoing counter-terrorism operations, Operation Artemis, in the region.

The ship's boarding party searched a suspect vessel off the coast of Africa as part of ongoing maritime security operations. During this inspection, the boarding team recovered approximately 500 kilograms of heroin with an estimated street value of more than $100 million USD.

The smuggling of narcotics in this region is a recognised funding source for terrorist organizations. By interrupting the narcotics trade, coalition ships are able to deny financial resources to extremist groups.

The Deputy Special Agent in charge of the United States Naval Criminal Investigative Service (NCIS) Transnational Crime Unit's Middle East Field Office, Brian Curley, confirmed the significance of this find.

"This most recent seizure will significantly disrupt terrorist networks in the region and greatly assist in coordinated efforts to continue to map the way these organizations resource themselves."

Commander, Royal Canadian Navy, Vice-Admiral Paul Maddison praised the officers and crew of the ship.

"You should take great pride not only in how diligently you prepared for this mission, but also for the manner in which you are executing it with skill and tenacity, making a difference for Canada and Canadians. You have made your Navy proud! Bravo Zulu!"

HMCS *Toronto*'s naval boarding party searched the suspect vessel in the Indian Ocean as part of ongoing maritime security operations. While onboard the boarding team recovered a significant amount of narcotics.

HMCS *Toronto* is one of 16 Canadian Armed Forces (CAF) task forces deployed around the world and among more than 1,500 soldiers, sailors, airmen and airwomen representing Canada around the world. Commander, Canadian Joint Operations Command, Lieutenant-General Stuart Beare expressed his appreciation for the hard work of the families and all CAF members deployed around the world.

"This weekend's impressive action by HMCS *Toronto* and her coalition partners, as well as the continued effort by each deployed task force serving in locations from Afghanistan, to the Middle East, to Europe, clearly demonstrates our commitment and solidarity with our partners and allies. I continue to be impressed by their performance and the unwavering support of their families and communities back home."

HMCS *Toronto* is currently deployed on Op ARTEMIS, Canada's contribution to Combined Task Force 150 (CTF-150), combating terrorism in the Arabian Sea and Indian Ocean. Her task is to detect, deter and protect against terrorist activity by patrolling and conducting maritime security operations in her area of responsibility. Her presence in the Arabian Sea region also gives Canada the flexibility and capability to respond quickly to emerging crises in the region. CTF-150 is one of three multinational task forces commanded by Combined Maritime Forces and involves 27 nations in a naval partnership. ♣

Training to Defend

PHOTO: CSOR

During Ex FLINTLOCK 13, a Special Forces Operator from the CSOR accompanies members of the Mauritanian Forces on a patrol through mountainous terrain.

BUILDING COUNTER-TERRORISM CAPACITY

Against a backdrop of jagged mountains, soldiers from Niger occupy fire positions to support Mauritanian forces conducting a flanking manoeuvre against a terrorist compound. Under watchful Canadian and American advisors, the joint attack showcases the cooperation and interoperability of African partners to conduct offensive operations to achieve regional security in an increasingly volatile part of the world.

The attack was part of Exercise FLINTLOCK 2013, a multinational Special Operations Forces (SOF) exercise sponsored by United States Africa Command and coordinated by Special Operations Command Africa. Held annually in the Sahel Region of Northwest Africa, this year's month-long exercise was conducted in three separate locations within Mauritania and included Western participation from the US, Canada, Spain, Great Britain, Italy, the Netherlands, France, and Germany. African participation included forces from Mauritania, Niger, Nigeria, Chad, Senegal, Morocco, and Burkina Faso. The main goal of the FLINTLOCK series of exercises is to build counter-terrorism capacity with key African forces in the Trans-Saharan region.

Canada's participation in Ex FLINTLOCK 13 saw the deployment of a Special Operations Task Force (SOTF) of approximately 50 personnel from the Canadian Special Operations Regiment (CSOR) and 427 Special Operations Aviation Squadron. The SOTF delivered training and provided advisors to both Nigerien and Mauritanian forces at the tactical and operational level, and the provision of airlift and medical evacuation platforms, with a small detachment of CH146 Griffon helicopters.

The CSOR Special Forces Team (SF Team) deployed to Niger in early January and partnered with Nigerien forces to assist with their training for FLINTLOCK. Upon completion of the training, both the SF Team and the Nigerien forces moved to Mauritania to link up with the other elements deployed from Canada. Along with other Western and African allied forces, they established a Combined Joint SOTF (CJSOTF), overseeing three separate Special Operations Task Groups (SOTG). The participating nations conducted staff planning, patrolling, vehicle checkpoints, ambushes, tactical medical care, airdrops, and civil-military operations.

The Canadian Special Operations Forces Command's participation in Ex FLINTLOCK represents an important Government of Canada initiative in promoting regional security and co-operation by enabling the countries of Northwest Africa to develop the skills sets necessary to combat the increasing threat of terrorism.

AFGHAN WOMEN SHOW COURAGE

The first week of March was an opportunity to celebrate women in the Afghan National Security Forces (ANSF). There is currently a low percentage of women in the organizations that form the ANSF, including the Afghan National Police (ANP), the Afghan Air Force (AAF) and the Afghan National Army (ANA). Many of these women turned out to mark International Women's Day.

Lieutenant-Colonel Fahima Mishbah, the Female Training Battalion (FTB) commanding officer, gave a presentation on the progress made to-date by women in the ANA to coalition members. Her talk was very inspiring, especially when she described the courage of the women currently serving in the ANA. She also underscored the extensive efforts of coalition members in connection with the creation of the FTB.

The Kabul Military Training Centre (KMTC) chain of command also commemorated this important day. The ceremony was attended by Brigadier-General Aminullah Patyani, the KMTC commander, along with most of the members of his staff. It is encouraging to see that the men of the ANA took part in celebrating International Women's Day.

The FTB has reflected on how conditions have improved for women in Afghanistan. Since its inception in 2010, the FTB has trained 90 officers, six non-commissioned officers (NCOs) and nine soldiers.

In January 2010, the Parliament of the Islamic Republic of Afghanistan ordered the Ministry of Defence to have 10 percent of the ANA made up of women by 2023. In 2013, out of a total strength of about 175,000, the ANA has some 400 women, around 0.2 percent. The figures are approximate, since it is difficult to keep an accurate count.

When it was formed, the FTB was called the Malalai Company in honour of an Afghan heroine who had rallied the Pashtun army against the British soldiers at the Battle of Maiwand in 1880.

The first officer training course for women was held on civilian premises in downtown Kabul in March 2010, with 30 female candidates in attendance. After the course, the Malalai Company moved to KMTC, since there were better facilities for women there and it was easier to obtain logistical support.

The military training given to Afghan women is far from comparable to the training for women in the Canadian Armed Forces (CAF). For example, the only fields open to Afghan women are human resources, finance, logistics, communications, cultural and religious affairs, and health care. At this time, women cannot serve in combat.

Here at KMTC, the military training for women is different from the men's. For the most part, it is conducted in a secure compound under constant guard by ANA military police. The women leave the training areas only to use the firing ranges.

The women become officers, NCOs or soldiers based on their level of education. Those who have completed high school become officers, while those with a grade nine education become NCOs. Women with no education can enlist as soldiers and, because most of them are illiterate, are taught to read and write.

After their training, the officers are assigned to administrative positions, most of them with the Ministry of Defence, but also in various units and even at the Kabul International Airport.

From the beginning, the FTB has had a team of advisors from the coalition forces known as the FTB Training Advisory Team. Initially, the team was commanded by a British female officer and made up of female NCOs from the United States and Jordan.

During the last rotation, a Canadian NCO joined the team. Since the start of Operation ATTENTION Rotation 2, the advisory team has been led by a Canadian, with Sergeant Sylvie Delisle, a military police Reservist, as sergeant-major. In addition, eight Jordanian women—four with the rank of lieutenant and four NCOs—act as mentors.

To date, the FTB women have been very eager to learn and progress. By the end of June, the battalion will have reached transition level 1A. The transition levels are a way of measuring the battalion's self sufficiency and operational readiness. Level 1A is the last level prior to complete transition. ◆

An Afghan National Army Female Training Battalion instructor receives a certificate on International Women's Day at the Kabul Military Training Centre in Afghanistan.

PHOTO: MCpl James Nightingale

WORD WARRIORS AND CAMERA COMBATANTS UNITE

Photo: Chris Goldsmith

Cdr Jeff Agnew, Col Jacques Poitras, LCol Marc Theriault stand behind the new Public Affairs Branch Sergeant-Major, CWO Michel Lavallée.

In a move that was several years in the making, and after nearly a century of segregated service, public affairs officers and imagery technicians have joined forces under the umbrella of a single branch – the Public Affairs branch. The unification of the two occupations grew from the impetus that their work complimented each other and it was felt the time had come to bring both together.

The Transfer of Authority and Branch Integration ceremony formalizing the unity and cooperation of the two occupations – those who use the words, public affairs officers, and those who immortalize the imagery, Imagery Technicians – took place on April 15 in Ottawa. Presiding over the ceremony was General Tom Lawson, Chief of the Defence Staff, Lieutenant-General Yvan Blondin, Commander of the Royal Canadian Air Force (RCAF), and Assistant Chief of Military Personnel, Brigadier-General Matthew Overton.

"Today (April 15), the imagery technician occupation becomes tri-service and is welcomed into the Public Affairs Branch," said Gen Lawson. "I have a close personal linkage to a Second World War imagery technician – one who operated in aerial reconnaissance. My father flew Spitfires and Mustangs in the photo-reconnaissance role. In the weeks before D-Day, in preparation for the coming invasion, he flew mission after mission gathering precise images of German defences and obstacles that would face Allied troops. Were he here, my father would say that, in the truest sense of the word, he was an imagery technician providing the images that fed the detailed work taking place in the basement labs in England."

For 90 years, the imagery occupation belonged exclusively to the RCAF – with the exception of the Second World War,where imagery technicians were distributed throughout the three services due to military necessity. At the conclusion of the First World War, the RCAF inherited from the British Royal Flying Corps the largest and most advanced aerodrome in North America at Camp Borden. Firmly entrenched within the administrative roster of the Royal Flying Corps were Photographic Sections whose purpose was to collect photo intelligence for the planning and execution of British and Canadian operations. The RCAF inherited the British photographic equipment and the unbroken succession of Canadian military photography within the RCAF was born with them in 1924.

Photographic evidence suggests military photographers – officers whose hobby was photography – captured imagery almost 60 years prior to the First World War. In fact, the first known military photograph in Canada was taken at the Halifax Citadel showing a group of soldiers from the Light Company of the 42nd Black Watch in 1852.

But military photography wasn't just selected for its strategic purpose on the battlefield. Military photographs and their publicity potential were seized upon by the Canadian Corps in the early stages of the Great War.

In 1915, Sir Max Aitken (Lord Beaverbrook), a Canadian-raised British newspaper baron, was appointed as a journalist attached to Canadian Army Headquarters. As the "Canadian Eye Witness" to military operations, Sir Aitken proceeded to France with the 1st Canadian Division and wrote an exceptionally dramatic account of the Canadians' heroic stand at the first gas attack in history. A year later, and now a Lieutenant-Colonel, Sir Max was appointed to supervise the publicity of the Canadian Corps and is considered the father of today's Public Affairs Branch. Appreciating the power and authenticity of imagery, in April 1916, LCol Aitken appointed Captain Harry Knobel as the Canadian Corps' first official photographer. Capt Knobel took the first known 650 photographs of the Canadian Corps. Several of his images appeared in British and Canadian publications accompanied by the dramatic storytelling of LCol Aitken and his staff of press officers. Capt Knobel shares paternal status with LCol Aitken as father of today's Imagery Occupation. Their combined efforts represent the first example of the collaborative work between "public relations" officers and military photographers whose work centered on promoting and recording the work of Canadian soldiers.

Today, imagery technicians' and public affairs officers' responsibilities have evolved from their origins during those tentative and dark days of the First World War. Their collective duties now encapsulate a much greater area of expertise including strategic photographic intelligence collection and targeting, research and development, issues management, providing key advice to commanders to successfully execute domestic and international missions, in addition to telling Canadians the story of their armed forces.

In that vein, these formerly independent occupations now march proudly forward together into the second century of their collective history. And so, after nearly a century of independent collaboration, the CAF officially joins public affairs officers and imagery technicians under one umbrella - the Public Affairs Branch. ◆

The oldest known military photograph in Canada. A group of soldiers from the Light Company of the 42nd Black Watch at the Halifax Citadel in 1852.

Strengthening International Relations

After successful workshops in Ukraine in 2010 and Indonesia in 2011, which were talked about in dozens of countries, it was Chile's turn to call on the Canadian Armed Forces' (CAF) public affairs expertise.

For the past three years, the Military Training and Cooperation Directorate (MTCD) has included workshops in its range of activities to strengthen ties with other countries. MTCD is seeking to improve interoperability with foreign partners and strengthen bilateral defence relations. Because of the quality of instruction provided by the Public Affairs Learning Centre (DPALC) in Gatineau, Quebec, MTCD is now in the enviable position of having to keep up with demand. The previous training in Indonesia, which was actually developed specifically for Canadian trainers, quickly resulted in a request from Chile.

The team of instructors, led by Major Mario Couture, comprised four Canadians, and Lieutenant Isabel Aguayo of Chile and Lt Wahyu Widadi of Indonesia, both foreign graduates of DPALC.

"It's so rewarding to see my former students, who have become public affairs go-to contacts in their home countries, and are passing on the expertise they acquired in Canada," said Captain Mathieu Dufour, part of DPALC's permanent teaching staff.

Corporal Kurt Visser joined the instructor team following the recent integration of imagery and videography technicians into the Public Affairs team. He has helped showcase the use of images and videos in achieving public affairs goals.

The eight-day training is based on the unit's Public Affairs Officer course, a secondary responsibility in Canadian units. It familiarizes students with the many different aspects of military public affairs.

No military in the world is safe from media pressure, but proportionally speaking, few have as much public affairs expertise as the CAF. This makes Canada the envy of many countries, which have yet to meet the unit public affairs representative (UPAR) qualification standard.

The Latin American edition of the Public Affairs workshop helped to train 43 military and civilian employees from Antigua and Barbuda, Argentina, Belize, Bolivia, Brazil, Chile, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Peru, Trinidad and Tobago, and Uruguay.

"Participants got the opportunity to familiarize themselves with our methods and we got to learn more about members of other armed forces and their culture, as well as their viewpoints. This type of exchange broadens our horizons and fosters mutual understanding and closer relations," concluded Maj Couture.

DND HOUSING CONSTRUCTION
of New Modular Homes Underway

The Canadian Forces Housing Agency (CFHA) is making every effort to ensure that its housing solutions are innovative, meet the needs of Canadian Armed Forces (CAF) members and their families and supports the Defence Team's commitment to improve the way it does business.

With the organization actively engaged in Defence Renewal, projects such as this provide the opportunity to change the way work is done for the better, while ensuring the best value possible is provided to Canadians, says Scott Stevenson, Assistant Deputy Minister (Infrastructure and Environment).

"More than ever before, innovation, value for money and increased efficiency are objectives that guide the provision of residential housing for military families and it shows that for CFHA, these things are always top of mind," explained Mr. Stevenson.

Keeping these objectives in mind, CFHA conducted an experiment to determine if modular homes would be an advantageous housing solution. During fiscal year 2011/12, CFHA built both a modular and conventional home at 8 Wing Trenton and compared how the two performed.

MODULAR HOMES – HOW THEY STACK UP

A modular home is built off-site in a factory and then assembled in large pieces (or modules) on-site. Modular housing was an attractive option to CFHA because it allowed for greater scheduling control, more precise conformity to building code standards, and better quality assurance versus the conventional house building process.

The comparison revealed that the two houses ended up in a similar price range. CFHA also learned a valuable lesson about costing: the goal to build new quality homes that met housing requirements at a competitive price, completed in a quicker manner than the current method of procurement was achieved, and these important lessons learned are being applied to future projects.

Also important to note is that the environmental rating for the modular home built was above CFHA standards for new constructions. Additionally, the house is among the most energy-efficient on the market. Most impressive of all, the construction time from start to finish, both on and off site, was only three months.

WHAT COMES NEXT?

While the modular home analysis is ongoing, the appearance of modular homes in DND's housing portfolio is promising. Danilo Botti, Acting Manager of CFHA's Capital Program Implementation elaborates on the Agency's future plans for modular housing.

A modular home is delivered in pieces and then assembled on-site in Trenton, Ontario.

PHOTO: courtesy of CFHA

"So far we have built one home in Trenton and two in Gagetown. We have plans to build an additional six by the end of this fiscal year in other locations such as Comox, Esquimalt and Halifax."

In addition, as part of DND's Medium-to-Heavy Lift Helicopter (MHLH) squadron improvement project, new housing and other infrastructure investments are also scheduled for CFB Petawawa. Of the 72 new housing units to be built in Petawawa, the first 26 of those will be modular homes and are scheduled to be completed by September 2013. The rest of the homes will be built over two phases and are planned to be a mixture of conventional, modular, and barrier-free access homes.

Finally, the contract awarded in Petawawa shows that this innovative way of procuring new quality construction housing is much cheaper than what was estimated under the original project, even cheaper than what was paid for the Trenton modular. This new method reduced the overall duration of the construction project by more than one year.

CFHA will continue to build on its vision to provide CAF members and their families with a portfolio of wide-ranging innovative housing solutions. The "outside-the-box" thinking behind modular homes did wonders to progress CFHA to this next level – as is evidence by these two-storey inside-the-box houses. ◆

ABORIGINAL AWARENESS WEEK:
MAY 21 - 24

The Defence Team is celebrating this year's Aboriginal Awareness Week (AAW) under the theme "The Past Returning". This week is designed to increase awareness of Aboriginal peoples who have a proud tradition of service in the Canadian military.

During AAW events and awareness activities are organized and taken part in across the organization to promote a common understanding between Aboriginal and non-Aboriginal people and foster cross-cultural awareness.

Lieutenant-General Peter Devlin, commander of the Canadian Army and National Defence Champion for Aboriginal Peoples, will host the AAW national event in Ottawa on May 24.

For more information on AAW, visit the FE Commemorative Events Intranet site at **hr.forces.mil.ca/eee-eee**. The site includes a handbook on how to organize an FE commemorative event. Regions are also invited to send in their agendas, success stories and photos via this Web site. To obtain copies of AAW posters, please send your request to +FE Com Events@ADM(HR-Civ) DDWB@Ottawa-Hull.

An on-line collaborative tool is also available to event coordinators, designed for organizers of FE Commemorative Events across the department to stay connected and to share ideas and knowledge. Regional/local event organizers are invited to join by requesting access at **http://collaboration-hr-civ.forces.mil.ca/sites/eecommevents/default.aspx**.

PARTICIPATE, CELEBRATE, LEARN, SHARE!

ABORIGINAL AWARENESS WEEK
STRENGTH through DIVERSITY
La DIVERSITÉ fait la FORCE
SEMAINE DE SENSIBILISATION AUX CULTURES AUTOCHTONES

Canada

NATIONAL PUBLIC SERVICE WEEK:
PROUDLY SERVING CANADIANS

Each year, one week in June is designated National Public Service Week (NPSW). This week is designed to promote pride in and recognition of the Public Service of Canada by providing internal recognition and by raising Canadians' awareness of the excellence of the public service. This year's theme, "Proudly Serving Canadians" will be celebrated June 9–15.

Since its launch in 1992, NPSW has celebrated the work and achievements of the Public Service of Canada. NPSW continues to play a part in ensuring Canada has the most highly respected public service in the world.

The women and men of the public service are among some of our most dedicated resources, and it is important that we recognize their accomplishments and the positive role they play in Canadian society.

Let's celebrate our work and show our pride in serving Canadians. ◆

Public Service of Canada / Fonction publique

WHAT DOES NATIONAL PUBLIC SERVICE WEEK MEAN TO YOU?

Each year, members of the Defence Team celebrate National Public Service Week (NPSW), but we want to hear what this week means to you.

We're asking all members of the Defence Team both military and civilian, to send short testimonials to: +Internal Communications internes@ADM(PA)@forces.gc.ca explaining what NPSW means to them. Some of these testimonials will be featured in the June edition of *The Maple Leaf*, as well as on the Defence Team site.

BUILDING OUR FUTURE TOGETHER

The last number of years have been a time of change and transition for you, members of the Defence Team. However, we are now well into 2013 and continue to navigate through change with our sights firmly set on building a modern armed force that is ready to respond to the challenges of tomorrow.

As we continue to move forward, it is important to applaud the dedication and resilience you have demonstrated. Your hard work and dedication confirms our confidence in your unwavering commitment and ability to face the challenges ahead.

The government has invested heavily in Defence over the past decade to ensure that our men and women in uniform are equipped to respond to threats at home and abroad. However, all Canadian federal government organizations, as well as defence institutions throughout the world, are operating in a new environment and face new fiscal realities. Defence, like other federal government organizations, must do its part to help reduce the deficit.

It is in this light that we must maintain our sense of common purpose in order to continue to deliver a modern, combat-effective, multi-role military for Canada and Canadians. As we move forward, every one of you will play a vital role in creating the Defence of the future.

Defence Renewal is our team's effort to change the way we work for the better, strengthen the vitality of our team, and ensure we deliver the best military capabilities for the best value for Canadians.

Defence Renewal is about changing the culture at Defence to one that continually looks for savings that can be reinvested in the ready force and military capability.

It will allow us to invest in ourselves, and ensure that we are constantly striving to improve our efficiency as an organization. It will ensure that every dollar is spent responsibly to reinforce our front lines. It will help us develop a flexible, agile and resilient force that is both highly regarded by our allies and an enduring source of pride for Canadians.

The Defence Renewal Team (DRT) was established in August 2012 to lead and guide Defence's renewal efforts. Under the joint civilian-military leadership of Defence's Chief Financial Officer Kevin Lindsey and Rear- Admiral Andrew Smith, former Chief of Military Personnel, the DRT has a three-year mandate to support key activities relating to spending reduction and process renewal. The DRT will provide a central point of leadership, coordination and oversight in implementing our long-term renewal vision.

To guide our efforts over the coming years, a Defence Renewal Charter and Transformation Plan will be developed to provide the Defence Team with a roadmap for moving forward. The consulting firm McKinsey and Company was selected to help us develop the charter and plan that will set out clear goals and common objectives, priority areas for renewal, timelines, methods to measure progress and ensure accountability, and the governance process that will oversee Defence Renewal.

In the coming days and weeks the DRT, along with McKinsey officials, will engage organizations across Defence through regular meetings, workshops, site visits and information requests in order to develop the charter and plan.

Defence Renewal is about changing the culture at Defence to one that continually looks for savings that can be reinvested in the ready force and military capability. We encourage each and every one of you – military or civilian, senior, junior or somewhere in between – to become actively involved in the renewal process and positively influence the Defence Team of the future.

It is important to remember that these changes will not happen overnight. Renewal is a long-term commitment, requiring significant effort from all of us. Our challenge is to embrace the opportunities that lie ahead, engage in discussions with our colleagues and staff, envision the future of Defence, and accept the important role that each of us has in helping shape it.

A Defence Renewal sub-section on the Defence Team intranet has been created in order to help keep you informed and to encourage your involvement in the renewal process at **http://dt-ed.mil.ca/defence-renewal/index-eng.asp**.

Thank you again for your continued support.

Robert Fonberg
Deputy Minister

Gen Tom Lawson
Chief of the Defence Staff

ARMY HOSTS CONFERENCE OF AMERICAN ARMIES

The Canadian Army conducted the Conference of American Armies' (CAA) first civil-military cooperation (CIMIC) exercise from April 15 to 19 in Toronto, with senior army officers from across more than 20 armies from North, Central and South America.

The CAA was founded in 1960, with the purpose of creating a forum for the exchange of ideas and experiences and is designed to promote cohesion, improve hemispheric security and strengthen friendships on an army-to-army basis. It is an opportunity for senior leaders from the Americas to meet regularly to discuss areas of mutual interest and exchange lessons learned. This was the fifth time Canada has hosted an event since joining the CAA in 1993.

Lieutenant-General Peter Devlin, Commander of the Canadian Army, opened the exercise stating, "A effective CIMIC program can make the work of others from infantry and engineers, to medical and support personnel, much more effective and efficient. They ensure that the civilian authorities and key civilians in the communities in which you are operating have a complete and clear understanding of your mission. And that they are able to work co-operatively with you and your troops to achieve your common goals."

The theme of the 30th cycle of the CAA is its contribution to Peacekeeping Operations and Disaster Relief Operations through the creation of mechanisms and procedures designed to improve the capacities and interoperability of its members. The scenarios discussed were CIMIC operations in peacekeeping operations in the South Sudan, and in disaster response operations in Haiti.

Following this exercise, the CAA's chairman will present the conclusions and recommendations to participating Army Commanders at a conference to be held October in Mexico.

The CAA presently comprises 20 member armies, two Observer Military Organizations, and five Observer Armies.

PHOTO: Cpl Michael Terry

Lt.Gen Peter Devlin, Commander of the Canadian Army, addresses the delegates and dignitaries during opening ceremonies of the first Conference of American Armies Civil-Military Cooperation Exercise in Toronto, Ont. on April 15.

THE 20 MEMBER ARMIES ARE:

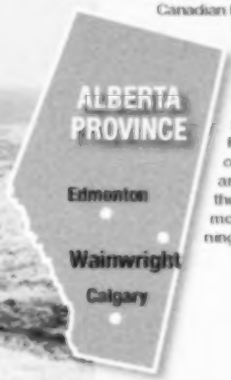
Antigua and Barbuda, Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Trinidad and Tobago, United States, Uruguay, and Venezuela.

THE 5 OBSERVER ARMIES ARE:

Barbados, Belize, Guyana, Jamaica, and Suriname. Two international military organizations also enjoy observer status: the Conference of Central American Armed Forces, and the Inter-American Defense Board.

PREPARING FOR DUTY

Photo: MCpl David L. Pilsworth



Ex PROMETHEAN RAM held a night move leaving CFB Wainwright with 400 vehicles including a squadron of tanks.

Ex PROMETHEAN RAM is a brigade-level live fire exercise, designed in part, to prepare 1st Battalion, Princess Patricia's Canadian Light Infantry for duty as TF 1-13. TF1-13 is available to on short notice for a full spectrum of operations anywhere in the world for 12 months beginning in July.

Defence Ethics Programme

"THINKING OF BUYING OR SELLING?"

"André, the real estate agent called again. She wants you to call her back," says Sylvie, André's wife.

"Can you do it Sylvie? I'm trying to sort out the dates for our house hunting trip," suggests André.

"I would, but she mentioned something that we need to discuss first," replies Sylvie.

André recently received his posting message to a unit on the West Coast. He and Sylvie are excited since they have never been to Western Canada and they're looking forward to the opportunities in their new positions. Their children are very excited too.

"What does she want to know?" asks André. "I told her yesterday that we haven't decided yet which agent we are going to choose to sell our house here."

"Yes, I mentioned that to her, but she said she can offer us some special incentives if we list our house with her company," explains Sylvie.

"What incentives? The military is paying for this move, like all our previous postings. She knows this is a military posting," says André.

"And I mentioned that to her too when she called today, but she explained that with the competitive nature of the real estate business in this area, certain companies frequently offer preferred customers an incentive to sign on with them. She offered us $750 to sign with her. Somehow that seems too good to be true. But it would be great, since we could put it towards the trip to California next summer. The kids really want to go," said Sylvie.

André thinks about this for a few moments and then asks, "so she's just going to give us $750 bucks if we sign with her? No questions asked? And we give her nothing in return except that she lists our house."

"Well, she would like a picture with you, in your uniform, me and her with 'big wide smiles' as an endorsement for her company," explains Sylvie.

André thinks that the offer is a little too good to be true. But then again, this is likely just a normal business practice, especially since the market is really tight these days.

"I suppose it's a good deal. We have to list the house with someone and the regulations don't stipulate which company we can choose as long as they are an approved agent for the CF Integrated Relocation Programme (IRP)," thinks André. However, he wanted to be sure, so he called his friend Jeff who also works for the federal government and is being posted this summer. "Jeff, hi, it's André ..."

André and Jeff talked for several minutes about the offer from the real estate agent. Jeff explained that this 'kind of thing' is normal and with his posting two years ago, he was offered new smart phones for both him and his wife.

"Don't worry about it André, it's par for the course in the real estate business." But something was still nagging at him.

From a Defence Ethics perspective, if you were André, what would you do? It seems harmless, right?

HERE ARE SOME EXAMPLES OF REAL OFFERS FROM REAL ESTATE COMPANIES:

- Receive $300 in cash back and $100 towards your choice of charity upon sale
- Buy or sell with John and receive a $1,300 retail gift card upon completion of a DND-funded move
- $500 gift card to your favourite hardware store at point of sale or purchase
- DND move? List with us before June 30 and get a free tablet

The Director General Compensation and Benefits (DGCB), and the Director of the Defence Ethics Programme (DDEP), have recently looked into these reported practices. Specifically, the use of a photo of a Canadian Armed Forces (CAF) member, or of a CAF uniform, badge or insignia in advertising without the Minister's permission is an offence under Section 291 of the *National Defence Act*. Also, under QR&O 19.39 – "Dealings with Contractors", a CAF member cannot gain a personal advantage from a departmental contract, such as the ones in place under the CF Integrated Relocation Programme (IRP). This is reflected in DAOD 7021-1, "Conflict of Interest", under the notions of Private Interest and Gifts and Benefits.

While moving our families from one place of duty to another certainly affects our private lives, it is in service to the Crown, and therefore it is because of our public duties. The impression given by CAF members posing in a company's promotional picture is, 'this must be a reliable company since the military deals with it for its postings.' That may be the case. What is the case, however, is that the particular company using a 'grip and grin'-type photo with a military member is using it for advertising purposes and this constitutes special treatment that can only be authorized in advance and in writing by the Crown.

Occasionally, realtors and/or other vendors and service providers will offer incentives to the general public that are not solely targeted to CAF members. In these instances, individuals may choose to accept the incentive if there is no real, apparent or potential conflict of interest, and provided that it is offered equally to the general population. This has to be differentiated from incentives offered solely to CAF members and/or DND employees, which would then constitute an advantage based on one's public position and which would not be acceptable.

Ultimately, it's your move and officially sanctioned compensations are already in place. CAF members must be aware of current regulations to ensure that they are making good decisions from an informed perspective. If in doubt, consult with your chain of command for direction!

For more information on this scenario or other situations, contact: +Ethics-Ethique@CRS DEP@Ottawa-Hull.

CAF RELOCATION PACKAGE INFORMATION

Relocating is a way of life for Canadian Armed Forces (CAF) members. Throughout your career, you might be called to perform your duties across Canada, or abroad. Each year, more than 10,000 CAF members move to a different geographical location. So, what help is available to you?

WHEN YOU GET POSTED:

The CAF has a robust and generous relocation package. Under the Canadian Forces Integrated Relocation Program (IRP), when relocating you are entitled to a variety of benefits, which include, but are not limited to: meal reimbursement when travelling, commercial lodging expenses, travel, real estate fees, etc. If relocation costs exceed the allotted amount, additional expenses may be claimed as a moving expense on income tax returns.

DND will pay for a door-to-door move when you are authorized to relocate at public expense. However, you are expected to ensure the number of days between departing from your current residence and occupation of your new residence are kept at a minimum during the relocations.

The department recognizes that each move is different. Therefore, there are internal procedures in place to review the individual circumstances which may require additional consideration.

PURCHASING OR SELLING A HOUSE:

Resources are also available to you to make informed decisions when purchasing or selling a home, such as: Brookfield Relocation Services and real estate agents. Ultimately, you make a personal decision on where you will live within the area you are posted to and whether you will rent or purchase a home. However, because military members do move frequently, the resale of your home must be a major consideration when you are purchasing a new home.

Be careful when securing a mortgage! Some benefits no longer apply.

The latest changes to the IRP and Compensation and Benefits Instruction 208… Mortgages took effect in September 2012 and the changes are as follows:

Mortgage breaking fees can be equivalent to several months of interest or a percentage of interest remaining on the term. Under the policy before the last review, CAF members were entitled to reimbursement for a mortgage early repayment penalty. Under the core benefit, this covered the cost of up to three months of interest, and under the custom benefit it covered up to three additional months of interest. This benefit is no longer available and therefore, you are encouraged to opt for a portable mortgage as mortgage breaking fees will no longer be reimbursed by the Crown.

Most financial institutions currently offer portable mortgages where you can avoid or reduce any charges or penalty by arranging to transfer all or part of the mortgage to the replacement residence. When securing a mortgage, you should make every effort to obtain a portable mortgage. When selling your home, you should make every effort to port your mortgage when it is practical and reasonable to do so.

Before the last review of the policy, the CAF were reimbursing mortgage loan insurance expenses and administration fees paid to an insurer when the mortgage was more than the 80 per cent purchase price of the new residence. This benefit no longer aligns with mortgage rules emphasising the strengthening of Canada's housing market and has been eliminated. Therefore, if you don't put at least 20 per cent down on the purchase of a home, you will be on the hook for the mortgage loan insurance expenses.

HOME EQUITY ASSISTANCE

CAF bases are located in diverse economic regions, and financial gains or losses are possible when you relocate to areas where housing markets are not equivalent to your previous posting location.

Under the IRP, Home Equity Assistance is available to offset possible financial losses when you sell your home due to posting. To mitigate these potential financial losses, if you sell your home at a loss you are entitled to a percentage of reimbursement of the difference between the original purchase price and the sale price from specific funding envelopes as follows:

- 80 per cent of the loss, to a maximum non-taxable reimbursement of $15, 000. Additional reimbursement is available, and partly taxable.
- 100 per cent of the loss, in locations designated as depressed market areas by Treasury Board Secretariat.

A depressed market is considered a 20 per cent drop in the housing market and you must provide all required documents to demonstrate this drop. A full list of the required documents can be found in the IRP directive. Please note, is it rare to receive 100 per cent reimbursement. The Home Equity Assistance benefit meets the needs of the vast majority of CAF members. The department is currently reviewing the Home Equity Assistance terminology and the criteria required for the policy, to provide clarity with respect to relocation benefits for CAF members in planning their relocation and making informed decisions. ◆

POLICY CHANGES FOR POSTING SEASON

With posting season upon us, it will be important for you to take some time to revisit the new Imposed Restriction (IR) status and Separation Expense (SE) benefits policies. Some recent changes may affect you this posting season.

Sometimes a posting can require you and your family to be apart for a short time. If this is the case, there are ways for the Canadian Armed Forces (CAF) to assist you financially until your family can join you.

The CAF prefer for members to be reunited with their families at the member's new place of duty as soon as possible. Recent changes to those policies encourage you to make decisions that ensure, as much as possible, that you are supported by your family's company at your job location throughout your career. Here's what you need to know about changes to policy.

IMPOSED RESTRICTIONS

As of October 15, 2012, these are the 3 new groups of CAF members who will no longer be granted IR status:

1) Members who have completed their basic training and are trained to do the job they've been recruited to do, and are then posted for the first time. This includes members who have undergone a transfer to the Regular Force;

2) Reserve members on Class A or Class B service; and

3) Members who have been on IR for four consecutive years, and after, have not lived with their family for one year before their request. For members currently on IR status prior to October 15, 2012, your four year clock began on October 15, 2012.

For more information please review the Imposed Restriction changes: **http://vcds.dwan.dnd.ca/vcds-exec/pubs/canforgen/2012/184-12_e.asp**

SEPARATION EXPENSE

As of February 1, only Regular Force members or Reservists on a Class C service are eligible to receive this benefit. If you fall under one of these two categories you will no longer be receiving money for meals and other incidental expenses as these are costs you would normally incur if you were living at home. However, you will still be allowed to receive money for temporary housing and parking.

If you are a Reservist on Class B service, you may choose to relocate your family and belongings for this job opportunity. If you do, you are still entitled to receive money to pay for this move. However, if you have moved without your family and belongings, you are not eligible for any separation expense benefits for this Class B contract.

It is important to note that if you have IR status it does not mean that you are automatically entitled to receive SE benefits. IR status is only one of eight conditions required for an entitlement to SE. You may be granted IR status and not entitled to SE.

For more information please review the Separation Expense changes: **http://vcds.dwan.dnd.ca/vcds-exec/pubs/canforgen/2012/159-12_e.asp**

If you require more information about your specific situation, please visit your orderly room, speak with your chain of command, or talk with your career manager.

THE MAPLE LEAF FOREVER
ORIGINS OF THE ARMY NEWSPAPER

"Captain MacFarlane, I want you to set up a newspaper for the Canadian Army," said Lieutenant-Colonel R.S. (Dick) Malone, director of Public Relations for 1st Canadian Infantry Division during the Italian Campaign in November 1943.

LCol Malone was reacting to the wishes of then Defense Minister, Colonel H.L. Ralston — a First World War veteran — who was deeply concerned for the welfare of the troops fighting overseas. But the impetus to deliver a daily Canadian Army newspaper to the frontlines in Italy was not a "top-down" decision; rather, it arose directly from the troops themselves who felt out-of-touch from home.

The Canadian soldier, also known as "Johnny Canuck", expressed his angst through the chain of command. These concerns reached Minister Ralston's ears as he arrived in Italy to speak to the troops after five months of hard fighting. Mr. Ralston knew well the fleeting nature of soldiers' morale and pressed for ideas to shore-up fighting spirit. With Canadian soldiers complaining about their lack of knowledge on the home front, LCol Malone suggested the production of a daily newspaper, delivered directly to the frontlines with the soldiers' rations.

The paper would be published in Italy with news from Canada and include stories and editorials prepared by military writers and war correspondents attached to the Canadian Division. The paper's primary audience was the Canadian soldier. In return, the newspaper would not express opinions on domestic issues or report on internal military matters that might detract from morale.

And so Captain (later Major) J. Douglas MacFarlane, a former journalist with the *Windsor Star* and the *Toronto Telegram*, was appointed managing editor of the first Canadian Army newspaper. The newspaperman, who became a legendary figure in Canadian journalism following the war, was a natural fit for the job.

Mr. MacFarlane enlisted for wartime service with the Essex and Kent Scottish Regiment as a provisional reinforcement officer. He embarked on a long and winding military trail, stationed in Wolseley Barracks, the Officers' Training Centre in Gordon Head, Vancouver Island, and attended the Advanced Infantry Training Centre at Camp Borden. Capt MacFarlane was then summoned to Ottawa and attached to Army Headquarters as a Public Relations Officer. He proceeded overseas in 1943, where he was eventually attached to General Harry Crerar's headquarters when he got the call from his superior, LCol Malone – another giant in Canadian journalism after the war – informing him of the new publication.

Capt J. Douglas MacFarlane, first managing editor of *The Maple Leaf*.

LCol R.S. Malone adjusts *The Maple Leaf* sign to its London Bureau, 1945.

WHAT TO CALL THE PAPER?

LCol Malone suggested *The Liberator*, *The True North*, *Northern Light*, *Johnny Canuck*, *The Beaver*, and *The Invader*. Capt MacFarlane came up with *The Maple Leaf*, a reference to Canadian identity.

The first edition of *The Maple Leaf* rolled off the press in January 1944 in Naples, Italy and was a four-page tabloid. Sports, news, a daily editorial and Sergeant Bing Coughlin's hapless "Herbie" cartoon character were the main features. The papers were flown to a postal distribution centre near the frontline and delivered to the troops by any and all means available: truck, jeep, lorry, aircraft and mule cart.

Curiously, a French-language edition of *The Maple Leaf* had been proposed but turned down by French-Canadian soldiers as they didn't want their exploits restricted to French-copy only; they wished English speaking readers to know of their achievements.

At its height, *The Maple Leaf* printed 16,000 copies per day. Incredibly, it became the most popular service paper on the Allied lines in Italy, outstripping the American Stars and Stripes and the British Union Jack. In fact, British 8th Army Commander General Bernard Montgomery was seen carrying copies of *The Maple Leaf* while addressing Canadian soldiers.

When the Allies invaded Normandy in their gruelling push to Berlin, *The Maple Leaf* established a second bureau reporting news from Caen, France, publishing its European edition to the troops liberating France and The Netherlands.

A third bureau was also created in July 1945 and reported from London, England.

The Maple Leaf grew to occupy a special place in the hearts of Canadian troops. It became habitual, whether they were in Italy, France, the Netherlands or Britain, to pass the paper between their brothers and sisters and chat about the news from home. If anything, the paper offered a temporary respite from the relentless demands of a brutal war. And so *The Maple Leaf* fulfilled its original mandate by raising the spirit of the Canadian soldier while he fought far from home.

The last copy of the World War Two edition of *The Maple Leaf* was printed in London in May 1946.

In 1998, *The Maple Leaf* arose from its 52-year publication hiatus and began publishing news from the Navy, Army and Air Force, becoming a one-stop news shop for the Canadian Armed Forces and the Department of National Defence. ◆

RAdm L.W. Murray, Flag Officer Newfoundland, greets the crew of the destroyer *Assiniboine* at St. John's after their sinking of *U-210*, August 6, 1942; the ship's captain, LCdr John Stubbs (right) would be lost with his next ship, *Athabaskan* (RCN, NF 790).

BATTLE OF THE ATLANTIC

The Battle of the Atlantic was the longest military campaign during the Second World War. The 'greatest naval campaign in history' initially featured German U-Boats and other warships of the Third Reich attacking Allied merchant shipping protected by the Royal Canadian Navy, the Royal Canadian Air Force, the British Royal Navy and Royal Air Force.

Following the Nazi conquest of Europe, the British Commonwealth stood alone against Germany. Germany was determined to starve the British people into submission by destroying their sea communications and cutting them off from vital overseas supplies from Canada and the United States. Gaining control of the entire coast of Europe, the Germans set out from every harbour and airfield in Western Europe to cut those lifelines.

The crux of the Allied naval strategy was twofold: the blockade of Germany and the need to re-supply Britain.

Yet the six-year run of the naval war came dangerously to a Nazi victory. In the fall and winter of 1943-44, German U-boat attacks were devastatingly successful and more than 200 ships, predominantly Allied tankers carrying supplies, were sunk within 10 miles of the Canadian and American coastlines. By March 1945, the German fleet had 463 boats on patrol, compared to only 27 in 1939.

Similarly, the Royal Canadian Navy began the war with only 13 vessels and 3,000 sailors. By war's end, the RCN boasted 373 fighting ships and over 90,000 personnel.

The Battle of the Atlantic was fought to the final day of the Second World War. The German blockade failed, but at great cost to everyone involved. Thousands of sailors, merchant marines and innocent civilians lost their lives. In material terms, 3,500 merchant ships and 175 warships were sank while Hitler's Nazis lost 783 U-boats.

UNWIND AND RECHARGE! ENJOY THE BENEFITS OF RECREATION

Get a kick start now to prep for the June is Recreation Month campaign. Personnel Support Programs (PSP) is celebrating recreational activities that may feel like time-off, but are actually an essential part of a healthy, well-balanced lifestyle.

Use these tips to add more recreation to your routine, and stay active throughout postings, deployments, and everything in-between.

GOING THROUGH A STRESSFUL TIME? SCHEDULE IN SOME FUN

Unlike other activities that may strip us of our energy, engaging in things we enjoy actually gives us more energy to manage stress. During stressful times like deployments, families can stop having fun due to a lack of time or a decreased interest; yet, it's even more important to schedule positive activities into stressful days to effectively manage the demands in our life.

Whether it's a morning walk with a neighbour or a Tuesday evening softball game, when life gets busy, block off some non-negotiable time for recreational activities you enjoy.

CHOOSE YOUR UNIQUE PATH TO RELAXATION

Recreational activities should encourage stress reduction, not stress creation! Choose activities that relax you – whether that's rock-climbing or meditation, samba lessons or band practice. There are no wrong answers – if you're clearing your mind and moving your body, recreation will leave you feeling rejuvenated.

HELP CHILDREN REDUCE STRESS THROUGH PASSIONS AND PASTIMES.

To help children and teens unwind and keep active during stressful periods, PSP Recreation Programs are available in Canadian Armed Forces communities from coast-to-coast. Parents, take note: PSP recreation employees are also certified in HIGH FIVE® Healthy Minds for Healthy Children, which equips them to recognize common mental health challenges children may face, and nurture resiliency to help children stay strong and healthy in body and mind.

PUT EXCUSES AWAY – JOIN IN ON THE FUN!

Schedule too packed for a regular activity? Attend a special event instead. Family days, barbecues, dances, race days… there are no shortage of options at your local base or wing. The next time an event sparks your interest, put excuses aside and say "yes". You'll meet new people and build a stronger community, just by taking part. Visit **www.cfgateway.ca** to learn more about local events.

RECONNECT WITH A FAMILY GETAWAY

A vacation doesn't have to be an elaborate or expensive affair. Get away with your family for a day, a weekend or longer and take the time to strengthen family bonds. The CF Appreciation Program offers a variety of discounts for military families on local and international attractions, accommodations and activities. Whether you want to rent a canoe or ride a roller-coaster, **www.CFAppreciation.ca** can help you plan your affordable recreation adventure. ◆

ASK THE EXPERT:

Q: I'm a fitness nut. However, I'm tired of doing the same workouts every week. Running and weight training everyday isn't as exciting as it once was. How could I revamp my fitness program so that I look forward to that part of my day?

A: It's no surprise that exercise can become tedious if you're doing the same routine week after week. To revamp your fitness program you will need to add a bit of variety! Cross-training does exactly that. It is a simple, yet highly effective training strategy which basically involves varying your fitness program by combining different exercise activities.

Here's an example of a cross-training program:

Monday:	Weight training in the gym.
Tuesday:	Go on an outdoor run.
Wednesday:	Swim at your local pool.
Thursday:	Hop on a piece of cardio equipment; perhaps the elliptical!
Friday:	Get back in the weight room for one more training session.
Saturday:	Go cycling with a friend.
Sunday:	Take a day of rest; you've earned it!

The idea is to alternate activities so you aren't repetitively stressing the same body tissues. Performing the same training exercise everyday can be straining on your tissues. Cross-training reduces the risk of injury, improves your balance, targets your muscles in new ways, and maintains your enthusiasm for fitness.

Why is alternating your training so important? Well, your tissues need approximately 48 hours to repair and rebuild after being stressed during a workout. Cross-training provides this recovery period and will increase your chances of improving, while reducing your chances of injury. Conversely, if your program doesn't provide sufficient time for your tissues to recover, the tissue damage that occurs every workout could accumulate and eventually develop into an injury.

Cross-training provides the rest and recovery that your body needs, while making your fitness program as exciting as ever – that's a win-win situation.

Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications Internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.

Get fit for the summer

Many people view the start of summer as an ideal time to pursue a healthier lifestyle, in part due to the longer days, warmer weather, and access to the outdoors. Now is the perfect time to get going and start on a new workout plan. Here are a few tips to keep in mind:

- Create a plan – Outline your objectives and goals, make a schedule, and stay on course! Tracking your progress and setting deadlines will prevent you from getting distracted or confused.
- Set realistic goals – As mentioned above, having set goals is fundamental to a successful fitness plan; however, those goals should be attainable otherwise you will be setting yourself up for failure. Once you reach your goal(s) you will feel encouraged to set new ones.
- Reward yourself – Don't take the lifestyle change too seriously, this is supposed to be fun and exciting after all! Treat yourself after achieving the desired results. You have the entire summer to explore what works and what doesn't.
- Eat right - A healthy diet is the most important aspect when striving to achieve fitness results. Foods high in protein, fibre, and fruits and vegetables will keep you satisfied and energized during the summer months.
- Find a workout partner – Working towards your goals with a friend can be very motivating as you can discuss and share your recent accomplishments. A fitness partner can also help you feel better when discouraged and encourage you to stay on track. ◆

KEEPING THE DEFENCE TEAM **HEALTHY**

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

SERGEANT HUGO GIROUARD: DEVELOPING LEADERSHIP IN THE ARMY

PHOTOS: Jules Xavier

"I think leadership is evolving in the Canadian Armed Forces," says Sgt Girouard of Charlie Company, Western Area Training Centre (WATC) at CFB Shilo. "Young soldiers these days aren't afraid to ask 'the why' about an order, and this is a good thing."

Sgt Girouard knows all about this. He fulfills a valued role in supporting the personnel and readiness pillars of the *Canada First* Defence Strategy by teaching leadership to young soldiers in the army and he has seen the evolution of leadership philosophies over the years. Posted to WATC upon his return from a deployment to Afghanistan in 2007, Sgt Girouard is the section commander of the instructional staff and teaches on the Basic Military Qualification Course, in addition to a host of courses in artillery and reconnaissance (survey).

FROM FIREFIGHTER TO GUNNER

Sgt Girouard enlisted in the Canadian Army in April 1998. He was a qualified firefighter, recently graduated from the École Polytechnique Levis, just outside Québec City.

"Public service is a big thing in my family," says Sgt Girouard. "My father was a criminal police investigator and my mom is a nurse. I always wanted to work in a field related to helping people."

Sgt Girouard completed firefighter training and was offered a two-week trial period with a Fire Department in the Saguenay-Lac-Saint-Jean region. Mother nature would conspire to alter Sgt Girouard's plans.

"I was getting ready to do my trials with the department when the floods in Saguenay hit carrying away the fire station. They couldn't host me since they were dealing with the floods and so I had to find alternate employment," says Sgt Girouard.

Instead of wielding fire hoses, Sgt Girouard chose to hoist 155 mm artillery rounds as a gunner with 1st Regiment, Royal Canadian Horse Artillery (1 RCHA) in Shilo, Manitoba.

"It was a funny thing. When we graduated from artillery training in Valcartier, we were told that there was good news and bad news. Of the 28 graduates on the course, four candidates would be kept in Valcartier – that was the good news – while the rest would be posted outside of Québec, mostly to Shilo. It was a big blow, or so we thought at the time. But as it turned out, it has been a great experience. I saved money out here and I met a local girl, married her and spent my entire career in Manitoba."

Sgt Girouard in his office at Charlie Company, Western Area Training Centre.

DEPLOYMENTS

Sgt Girouard deployed to the former Yugoslavia in 2000 as a turret gunner on the Bison armoured personnel carrier. His unit was posted to the northwest sector of Croatia in Glamoc.

"We did daily patrols ensuring an active security presence in the area, making sure the Mafia weren't taking over."

This was Sgt Girouard's first trip outside of Canada and his UN tour made an impression.

"I couldn't believe all the problems between the various ethnic groups. Restaurants, orthodox churches and other sites were blown-up or vandalized. We didn't see young men often, the fighting age males. They had been killed in the war or were operating in partisan groups in other areas. And the poverty was unbelievable, many people living in the streets. We were there to ensure the flow of humanitarian aid and we even gave them our rations. We were helping people and saw the results on the ground, but those memories are life-long and that woke me up to how good we've got it here."

By 2005, Sgt Girouard was moving up the chain and became the second in command of his gun detachment after a deployment to provide security for the G7 Summit in Kananaskis and as a member of the Camp Security detachment at Camp Mirage in the United Arab Emirates in 2003.

By 2006, 1 RCHA was attached to Task Force Afghanistan, and Sgt Girouard served a difficult tour in Kandahar Province based at numerous FOBs (Forward Operating Bases) manning the newly acquired M777 artillery pieces against the Taliban.

"It was a tough go, and like many, I had to patch-up a few friends, so that was a game changer for me."

TEACHING LEADERSHIP AND ITS IMPORTANCE

After being promoted to the rank of master-bombadier in-theatre, Sgt Girouard was posted out of the regiment when returning to Shilo. He'd had his share of operational and leadership experiences overseas so it was a natural fit to be posted to the Western Area Training Centre.

"It's been a great go in all of my postings in the Army," he says with some introspection. "But, I have really enjoyed my time instructing new soldiers. I see how exercising leadership – good and bad – can make or break the people and the product."

Sgt Girouard notes the opportunity for leaders to capitalize on — at all levels throughout the CAF.

"What our society is creating are critical thinkers. And you see this in all of our new soldiers. I started seeing it at the regiment and I definitely see it here in C Company. They are all deep-thinking soldiers who want to know the big picture all the time. Sure, more time is taken to react to orders, but in the process they take ownership of their orders and we get a better product from them, which means we have a better army as a result." ♣

CANADA'S EYE IN THE SKY:
DRDC, CSA PARTNER TO TRACK THREATS

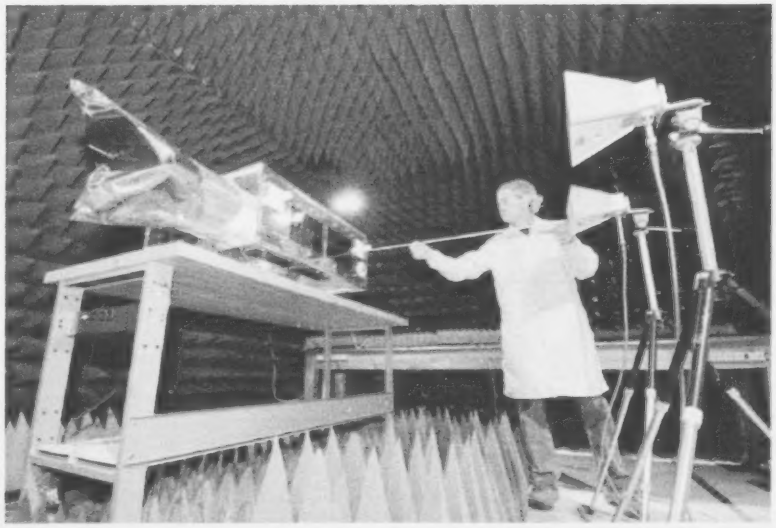


PHOTO: Janice Lang

NEOSSat is tested to see how it fares against radio frequencies.

Successful collaboration of government, industry and academia

Defence Research and Development Canada (DRDC) and the Canadian Space Agency (CSA) joined forces to launch NEOSSat (Near-Earth Object Surveillance Satellite), the first microsatellite dedicated to detecting and tracking asteroids that pass relatively close to Earth as well as Earth-orbiting, man-made objects.

NEOSSat was launched on February 25, on India's Polar Satellite Launch Vehicle along with an assortment of other small and medium-sized satellites from various nations. NEOSSat's primary missions are to scan space interior to Earth's orbit for asteroids, to track man-made satellites and space debris in geosynchronous orbit and to validate the design of Canada's generic multi-mission microsatellite platform.

By deploying its unique space telescope, designed to reject the bright glare of the sun, NEOSSat can take images to detect distant, faint objects against the dark background of space. NEOSSat is able to detect and track space debris that may pose a collision threat with operational satellites. This capability could provide the key information needed for satellite operators to avoid dangerous satellite-to-satellite collisions. DRDC will also be evaluating the military utility of the low-cost microsatellite platform to determine its suitability for use by the Canadian Armed Forces (CAF). NEOSSat will demonstrate the ability of microsatellites, which is of interest to the CAF. This satellite will contribute to future CAF-related space decisions.

As NEOSSat is a research and development microsatellite, DRDC scientists will use it to evaluate techniques to improve space surveillance, the process of measuring Earth orbiting object positions and their characteristics. Furthermore, the microsatellite's ground data processing system is designed to produce observational data compatible with the US Space Surveillance Network.

From its unique orbital vantage point, permitting 24-hour per day observation without interference by clouds and weather, NEOSSat can continually track objects which are not always visible from ground based locations. DRDC's space surveillance researchers will determine the sensor's accuracy and productivity, and perform a variety of experiments to track unique deep space objects. It will also help fulfil Canada's commitment to keeping Earth's increasingly cluttered orbital zone safe for all.

DRDC and CSA will share NEOSSat's observation time on a 50-50 basis. DRDC's time will be spent demonstrating, for the CAF, the microsatellite's ability to perform the space surveillance mission. The CSA will work with the University of Calgary to use NEOSSat to track potentially hazardous asteroids that cross Earth's orbit, particularly those that are difficult to see from the ground.

The 73-kilogram, suitcase-sized microsatellite is the first implementation of Canada's generic multi-mission microsatellite bus, a CSA-developed specification that can be customized for different mission requirements. Completing one orbit every 100 minutes, 800 kilometres above Earth, NEOSSat can beam down hundreds of images each time it passes over Canada. The microsatellite can swing its telescope to different locations hundreds of times a day, a functionality that is invaluable to both the DRDC and CSA missions.

NEOSSat is expected to remain operational for at least two years; the first year during which DRDC and CSA will conduct space surveillance experiments, and a second year when it may be offered to the CAF for operational use.

Scientists will be scrutinizing many aspects of NEOSSat with an eye to improving future microsatellite design and deployment. NEOSSat will demonstrate the utility of Canada's microsatellite model for future missions and provide insight into ongoing technology improvements for these small, relatively inexpensive spacecraft. ♠

BASE FIRST TO LAUNCH NEW SYSTEM

A new supply tool will change the way bases procure parts and equipment. Supply technicians, engineers, weapons technicians, and base logistics and Fleet Maintenance Facility staff in Cape Breton will all be able to access live supply details for every part they require.

On May 21, CFB Esquimalt will be the first base to go live with this new supply management tool.

This new tool will be added to the Defence Resource Management Information System (DRMIS), which is currently used to track finance, material support, procurement, project planning and maintenance for the Army, Navy and Air Force.

"It is much better for tracking everything we do," says Bill Schulte, Maritime Forces Pacific DRMIS support manager. "It will finally marry the engineer, supply and finance communities into one family. It will save time and money and be a better way to track inventory."

Previously, deployed ships couldn't track orders and outstanding requisitions for repair or maintenance parts.

"The new system will provide better asset management for Base Logistics, improved warehousing capabilities, and more visibility into where our assets are in transit and storage, as well as in use," says Mr. Schulte.

Training for the new system is currently underway and the old Material Information Management System (MIMS) will be phased out completely by December. Ships began going live with the new system March 11, and bases in Halifax, Montréal and Edmonton will follow throughout 2013.

Any questions about this new system should be directed to Bill Schulte at **Schulte.WJ@forces.gc.ca.**

FAREWELL TO FORMER ASSOCIATE DM

Photo: Master Bruce Donaldson

Deputy Minister Robert Fonberg bids farewell to Matthew King, Associate Deputy Minister, at the Army Officers' Mess on March 7. The DND/CAF wishes all the best to Mr. King, who has moved on to become Deputy Minister of the Department of Fisheries and Oceans.

ROYAL CANADIAN NAVY ADOPTS NEW NAVAL ENSIGN

A naval ensign is a flag worn by a warship to indicate its nationality or country of origin. Most Commonwealth nations fly a distinctive naval ensign on their warships that include elements of the national flag to recognize the special status of warships as compared to other nationally flagged vessels. The flying of a distinctive naval ensign is an internationally accepted practice that is also observed by many non-Commonwealth nations throughout the world.

This change is intended to distinguish Canadian warships from other Canadian flagged vessels by highlighting their special status under international law. It also promotes and strengthens our Canadian naval identity, while underscoring the unique commitment of our men and women at sea who serve as members of the Canadian Armed Forces in RCN ships and vessels.

LA MRC ADOPTE UN NOUVEAU PAVILLON NAVAL

Le pavillon naval est un drapeau que déploie un navire de guerre pour indiquer sa nationalité ou son pays d'origine. La plupart des pays du Commonwealth arborent un pavillon naval distinctif qui compte des éléments du drapeau national, afin de distinguer les fonctions spéciales des navires de guerre de celles des autres navires battant le pavillon national. Faire flotter un pavillon naval distinctif est une pratique acceptée partout dans le monde et observée par de nombreux pays qui ne font pas partie du Commonwealth.

L'adoption d'un nouveau pavillon national vise à distinguer les navires de guerre canadiens des autres navires battant pavillon canadien, tout en soulignant leurs fonctions spéciales en vertu du droit international. Elle vise également à affirmer et à renforcer notre identité navale canadienne, ainsi qu'à souligner le dévouement particulier des marins, hommes et femmes, qui servent à titre de militaires des FAC à bord des navires de la Marine royale canadienne.

The three main positions for flags on a Canadian warship are:

Les trois principaux emplacements des drapeaux à bord d'un navire de guerre canadien sont :

The **Masthead** (top centre of ship), where the Commissioning Pennant is flown, and where the Naval Ensign is flown while at sea.

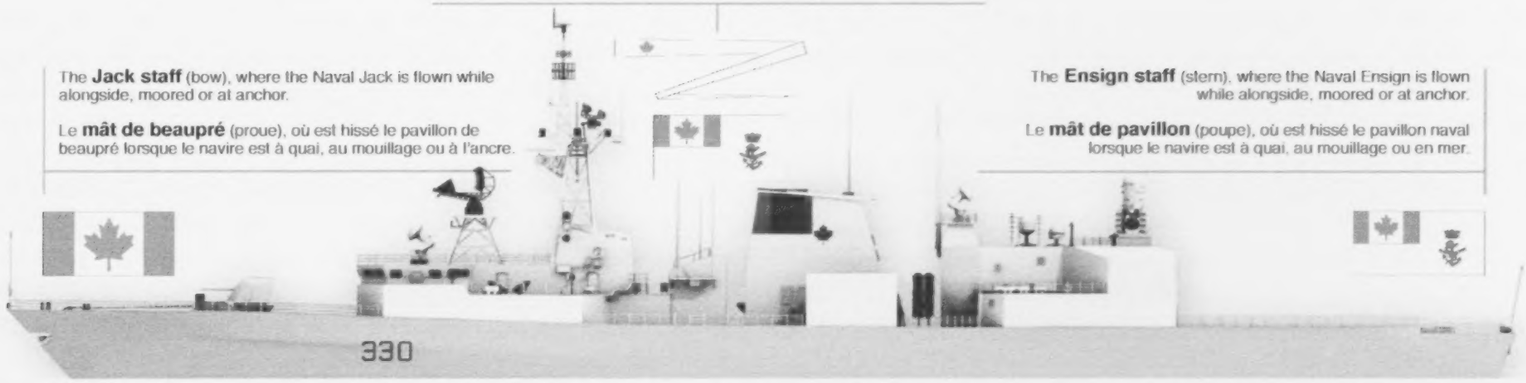
La **tête de mât** (la partie supérieure au centre du navire), où est hissée la flamme de mise en service, de même que le pavillon naval lorsque le navire est en mer.

The **Jack staff** (bow), where the Naval Jack is flown while alongside, moored or at anchor.

Le **mât de beaupré** (proue), où est hissé le pavillon de beaupré lorsque le navire est à quai, au mouillage ou à l'ancre.

The **Ensign staff** (stern), where the Naval Ensign is flown while alongside, moored or at anchor.

Le **mât de pavillon** (poupe), où est hissé le pavillon naval lorsque le navire est à quai, au mouillage ou en mer.

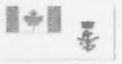


EVOLUTION OF THE CANADIAN NAVAL "SUIT OF COLOURS"

This table outlines the various flags flown by Canadian warships to indicate their Canadian nationality since 1910.

L'ÉVOLUTION DE L'ENSEMBLE DES COULEURS DE LA MARINE ROYALE CANADIENNE

Le tableau ci-contre présente les divers drapeaux arborés par les navires de guerre canadiens pour afficher leur nationalité depuis 1910.

	1910 – 1911	1911 – 1922	1922 – 1957	1957 – 1965	1965 – 1968	1968 until early 1990s De 1968 jusqu'au début des années 1990	Early 1990s to 2013 Du début des années 1990 jusqu'en 2013	2013
	The Naval Service of Canada, later known as the Royal Canadian Navy (RCN), flew the Canadian Government Blue Ensign and the Union Jack. The Royal Navy (RN) Commissioning Pennant (cross of St. George) was also adopted.*	In December 1911, the RCN adopted the RN White Ensign as the Canadian Naval Ensign and the Canadian Government Blue Ensign as the Canadian Naval Jack.	A new Blue Ensign with a shield of the new Coat of Arms was introduced by the Government of Canada, and adopted by the RCN as the Canadian Naval Jack.	A new Blue Ensign with red maple leaves at the base of the shield was adopted by the Government of Canada, and adopted by the RCN as the Canadian Naval Jack.	With the adoption of the Maple Leaf Flag as the Canadian National Flag in 1965, the RCN adopted the new National Flag as an Ensign and a Jack.	In 1968, a new distinctive Canadian Naval Jack was adopted which incorporated the Maple Leaf flag in its canton.	In the early 1990s, the RN style Commissioning Pennant was phased out in favour of a new Canadian designed Commissioning Pennant (Maple Leaf).	On May 5, 2013, the RCN restored a standard Commonwealth naval practice and adopted a distinctive Canadian Naval Ensign. The National Flag was also adopted as the Naval Jack.
	Le Service naval du Canada, plus tard rebaptisé Marine royale du Canada (MRC), arborait le pavillon bleu du gouvernement du Canada ainsi que le drapeau du Royaume-Uni. La flamme de mise en service de la Royal Navy [Croix de Saint-George] est aussi adoptée.*	En décembre 1911, la MRC a adopté le White Ensign en tant que pavillon naval canadien ainsi que le pavillon bleu du gouvernement du Canada comme pavillon de Beaupré.	Un nouveau pavillon bleu est adopté par le gouvernement du Canada, de même que par la MRC en tant que pavillon de beaupré canadien. Le drapeau est orné d'un écu montrant les nouvelles armoiries.	Un nouveau pavillon bleu aux feuilles d'érable rouges en pied d'écu est adopté par le gouvernement du Canada, de même que par la MRC en tant que pavillon de beaupré canadien.	Suite à l'adoption de l'unifolié en tant que drapeau national du Canada en 1965, la MRC adopte elle aussi le drapeau en tant que pavillon national et pavillon de beaupré canadiens.	En 1968, on adopte un nouveau pavillon de beaupré canadien distinctif. Dans le coin supérieur gauche du drapeau figure l'unifolié.	Au début des années 1990, la flamme de mise en service de la Royal Navy fait place à une nouvelle flamme de mise en service de conception canadienne (la feuille d'érable).	Le 5 mai 2013, la MRC renoue avec la tradition navale du Commonwealth et adopte un pavillon naval canadien distinct. Le drapeau national est aussi adopté en tant que pavillon de beaupré.
Canadian Naval Ensign / Le pavillon naval canadien The Naval Ensign is flown at the masthead while at sea, or at the stern when alongside, moored or at anchor. Le pavillon naval est hissé en tête de mat lorsque le navire est en mer, ou en poupe lorsqu'il est à quai, au mouillage ou à l'ancre.								
Canadian Naval Jack / Le pavillon de beaupré canadien The Naval Jack is flown at the bow when alongside, moored or at anchor. Le pavillon de beaupré est hissé en proue lorsque le navire est à quai, au mouillage ou à l'ancre.								
Commissioning Pennant / La flamme de mise en service Flown from the masthead, the Commissioning Pennant is hoisted on the day a warship is commissioned and is displaced only by the personal flag of the Sovereign or senior officer when embarked. Placée en tête de mât, la flamme de mise en service est hissée le jour de la mise en service du navire, et on ne l'enlève que pour la remplacer par le drapeau personnel du souverain ou d'un officier supérieur lorsque ce dernier est à bord.								

* Canada's first warship, HMCS *Niobe*, flew the White Ensign and the Blue Ensign as her Naval Ensign on arrival in Halifax on October 21, 1910 as the formal transfer to Canada did not occur until November 17, 1910.

* Le premier navire de guerre du Canada, le NCSM *Niobe*, arborait le White Ensign au lieu du pavillon bleu comme pavillon naval à son arrivée à Halifax le 21 octobre 1910, parce que son transfert officiel au Canada ne devait avoir lieu que le 17 novembre 1910.